DEPARTMENT OF VETERAN AFFAIRS

ONE **VA** ENTERPRISE ARCHITECTURE
VALUE & PERFORMANCE PLAN

November 2008

Prepared by the
Office of Enterprise Architecture & Innovation (005E1)

EXECUTIVE SUMMARY

The Office of Management and Budget mandates that, "*Agency EA programs should deliver results-oriented products and services to inform business decisions and increase the efficiency and effectiveness of IT investments, program management and agency operations.*"[1]

The purpose of the *OneVA EA Value and Performance Measurement Plan* is to describe how the EA practice at the Department of Veterans Affairs assesses the performance of the EA practice and evaluates the value of the Enterprise Architecture (EA) to the Department. The EA is a strategic information asset and management tool for aligning resources to the Department's strategy and improving mission performance. The *OneVA* EA contains descriptions of the current and future states of the Department, and lays out a plan for transitioning from the former to the latter. As such, it's a critical resource for controlling change management as it contains cost and performance information on the four domains of change: people, process, technology and infrastructure. Therefore, the principal value of the VA enterprise architecture is that it enables to Department to make informed decisions to develop, acquire, and manage IT capabilities needed to improve the delivery of veteran-centric, technology-enabled health care and benefits and services in a cost effective manner.

The *OneVA EA Value and Performance Measurement Plan* is one of a series of four foundational documents the Chief Architect uses for to manage the EA practice within the Department. The three remaining documents are:

- *OneVA EA Practice Guidance* – Provides essential strategy, planning factors, and guidance to enable an effective EA practice.

- *OneVA EA Program Plan* – Describes the EA activities and resources allocations toward attaining EA mission, goals and priorities.

- *OneVA EA Communications and Training Plan* – Describes the plan for communications activities with stakeholders and EA training supporting the EA practice.

The *OneVA* Value and Performance Plan is one of four foundational documents used to manage the EA practice within the Department. The three remaining companion documents are the *OneVA EA Practice Guidance,* the *OneVA EA* Program Management Plan, and the *OneVA EA* Communications and Training Plan.

Recommendations for changes should be forwarded to the Department of Veterans Affairs Chief Architect, Office of Enterprise Architecture and Innovation, 801 I Street NW, Washington, D.C. 20001.

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[1] Federal Enterprise Architecture Practice Guidance, November 2007

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REVISION HISTORY

Date	Version	Change Description	Approval Authority
12/10/2008	5.0	Updated for FY09 Program	Chief Architect

1. INTRODUCTION

The Office of Management and Budget mandates that, "*Agency EA programs should deliver results-oriented products and services to inform business decisions and increase the efficiency and effectiveness of IT investments, program management and agency operations.*"[2]

The Department of Veterans Affairs Office of Enterprise Architecture and Innovation (OEA&I) will measure the value and performance of the *OneVA* Enterprise Architecture (*OneVA* EA) for three reasons. First, it makes good business sense to track performance and value as good stewards of the Citizen's dollars. Second, decision makers in the Department need to understand what the investment in EA provides to portfolio management, capital planning and investment, and transformation. Finally, this document is required by the OMB *EA Program Assessment Framework*.

1.1. Purpose

This document describes the Department of Veterans Affairs (VA) Plan for assessing and evaluating the value of the *OneVA* EA and performance and maturity of the EA practice.

1.2. Scope

The *OneVA EA Value and Performance Measurement Plan* is part of a series of four foundation management documents the Chief Architect uses for to manage the EA practice within the Department. The three remaining documents are the *OneVA EA Practice Guidance,* the *OneVA EA* Program Management Plan, and the *OneVA EA* Communications and Training Plan.

1.3. Intended Audience

The *OneVA EA Value Measurement Plan* is uses systematic measurement of EA value for tracking progress toward attaining VA mission, goals and priorities and EA performance for tracking development of the EA itself.   Therefore the principal audience for this document is the Chief Information Officer, Chief Architect, architects, and EA practitioners. A secondary audience would be individuals tracking performance as part of E-Gov or the Presidents Management Agenda (PMA).

1.4. Changing This Document

The *OneVA EA Practice Guidance* is configuration controlled under the authority of the Enterprise Architecture Council (EAC). Changes will be submitted to the Department of Veterans Affairs Chief Architect, Office of the Enterprise Architecture and Innovation (OEA&I) for approval by the EAC.

1.5. Contents of This Document

This document is organized into 5 sections with 3 appendices. The table below provides a description of each section and appendix.

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[2] Federal Enterprise Architecture Practice Guidance, November 2007

Table 1-1 – EA Practice Guidance Document Organization

Section	Title	Description
1	INTRODUCTION	Section 1 provides introductory information such as purpose, scope, and intended audience for this document.
2	VALUE AND PERFORMANCE MEASUREMENT	Section 2 describes the measurement approach and categories for value and performance measurement.
3	VALIDATION	Section 3 describes the sources of information OEA&I will use to validate the value of the [One]*VA EA.*
4	OMB REPORTING	Section 4 describes EA reporting requirements for OMB.
5	FUTURE MEASUREMENTS	Section 5 briefly describes possible activities for measurement in the future
Appendix A	GLOSSARY	This section contains the acronyms and terms used in this document.
Appendix B	PERFORMANCE REVIEWS	This section provides a template of performance measures
Appendix C	MEASUREMENTS AND METRICS	This section contains the current list of value and performance measurements and metrics for the [One]*VA EA.*

2. VALUE AND PERFORMANCE MEASUREMENT

As noted in the VA Strategic Plan FY 2006-2011, the VA CIO established a key initiative to:

Implement an EA program that is business-driven and provides information, products, and services that enable the VA IT community to develop and maintain business-focused, veteran-centric, and enterprise-wide IT systems, data, and infrastructure.

The ^One^*VA EA* is a key driver in a broader set of inter-related IT management activities that collectively enable VA leadership and business owners to define a vision, develop strategies and plans for achieving the vision, make resource decisions, implement strategies, develop and operate IT solutions, and evaluate performance. As shown in Figure 2 below, the enterprise architecture translates the mission, vision, and business needs, identified in the Department and Administration Strategic Plans, into IT planning and transformation guidance. The EA directly influences the development of multi-year programming guidance, the Multi-year Programming Guidance, the IT Multi-Year Enterprise Portfolio, the IT Business Plan, the IT Budget, and Program and Project Plans for specific initiatives. Finally, the EA serves as a guide to assist the IT development community in the creation of enterprise and system requirements needed to develop IT solutions.
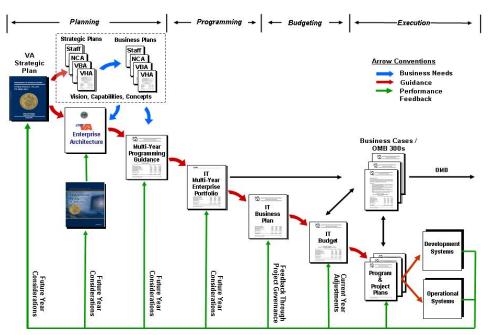

Figure 1: VA IT Management Order of Precedence

The ^One^*VA* EA provides a number of specific products and services that assist business leaders in achieving their missions, as well as IT leaders in developing and implementing IT solutions that meet VA mission needs. The EA also provides guidance and source information for requirements analysts, designers, engineers, and test planners to reference and build upon material executing their responsibilities.   Measuring the value to the customer and performance of the EA practice will be explained in the remaining sections of this document.

2.1. Measurement Approach

The OEA&I is responsible for measuring EA Value and performance. Beginning In FY2009, the OEA&I will conduct one-on-one interviews with EA stakeholders to elicit their observations, perceptions and experience with the EA. The first phase involved a prototype survey instrument[3] that was used to interview a select subset of the stakeholders. The experience gained while conducting the prototype survey will guide development of a more thorough survey which will be conducted with representatives of the entire stakeholder community.

Specific measurement instruments, survey audiences, and initiative schedules will be added to this plan as they are developed. The results of EA value measurement will be published to all stakeholders in the form of an annotated report. Eventually, EA Value measurements will be published using an automated, scorecard.

2.2. Value Measures

While the *OneVA* EA is useful to decision makers and managers at all levels of the Department, the value of the EA is most visible at the strategic planning level. It's at this level that decisions are made regarding the IT investments. The value proposition for EA in this instance is based on the whether the EA, or more appropriately its artifacts and products are useful and if the outcomes actually reduce costs, improve IT performance, or improve efficiency. EA value at the Department of Veterans Affairs will be measured in the following categories:

- *Alignment:*
    - o EA Alignment with VA and IT Strategic Plans
    - o LOB Project Alignment with VA Objectives
- *Capital Planning* – LOB IT investment aligned with VA Strategic goals and Capital Planning
- *Governance* – EA is used and applied consistently for program and project management
- *Decision-Making* – EA serves as a knowledgebase for management decisions

The value measures and metrics can be found in APPENDIX C of this document.

2.3. Performance Measures

Ensuring the EA practice is useful to decision makers and managers at all levels of the Department, the present value of the EA is primarily strategic.   EA performance will be measured in the following categories:

- *Maturity* – The EA practice is planned and adequately resourced
- *Completion:*
    - o The EA practice produces the right information at the right time for the right customer
    - o The EA practice produces complete artifacts and products
- *Quality:*

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[3] Prototype survey

- o EA governance bodies operate effectively
- o EA products and artifacts are configuration controlled
- *Management*
    - o The EA practice is planned and adequately resourced
    - o A

The ^{One}VA EA performance measures and metrics can be found in APPENDIX C of this document.

2.4. Measurement Reviews

The OEA&I Directors are responsible for preparation of a presentation on value and performance measurement results for monthly review by the Chief Architect and OEA&I staff. The Chief Architect will appoint a Director to gather data from the other directors and assemble the results into the necessary report. The format will be in accordance with the template in APPENDIX B.

2.4.1. Monthly Performance Review

Performance reviews are conducted on all projects listed in the ^{One}VA *EA Program Plan*. Using a template, the Baseline Architecture Director provides a monthly assessment of project performance to the Chief Architect. The same information will be presented to the EAC at the Chief Architects discretion.

2.4.2. Annual Performance Review

The Chief Architect is responsible for preparation of an annual EA Management Review report summarizing the previous year's value and performance progress for review by the EAC. This report will be added to the annual OMB report submission. Additionally, the Chief Architect will present the annual report results to the PATSB at the discretion of the PATSB Chairman.

3. VALIDATION

This section describes the EA stakeholders, information sources and methodology for validating the value and performance measurement of the *One* VA EA program.

3.1. EA Stakeholders

The OEA&I, within the VA Office of Information and Technology, utilizes the enterprise architecture to partner with VA Administrations and Staff Offices to drive sound business-oriented information technology choices. VA enterprise architecture serves a varied stakeholder community:

- *Department Executives and Business Owners* use the architecture as a decision support tools to support IT governance, IT portfolio development, project management oversight, and return on investment realization and measurement
- *CIO and IT Managers* use the architecture to ensure that IT investments are integrated, non-redundant and reusable; also use the architecture to ensure that proposed IT investments align with VA strategic objectives
- *Project Managers and IT Designers* use the architecture to develop interoperable systems, components and sharable data stores; also use the architecture to address the requirements of the VA milestone review and certification and accreditation processes
- *OMB and GAO Analysts* use the architecture to validate VA's progress toward establishing a sound IT management program
- *Peer Agencies* use the enterprise architecture to better understand the Department's approach to utilizing information technology to support the VA mission and to identify internal and external touch-points for information exchange

3.2. Information Sources

The sources of information for validating the results of the EA value are the EA Open Management Meetings, Customer Surveys, EA Management Portal Statistics, and Governance Body Minutes.

3.2.1. Customer Surveys

The OEA&I will submit EA Customer Survey questions to the Director of Business Relationship Management for inclusion in the periodic stakeholder surveys. A minimum of 10 questions focused on EA use, completion, and results will be used. The OEA&I staff will compile the results and develop a report for the Chief Architect.

3.2.2. EA Open Management Meetings

EA Open Management Meetings are 2 to 4 day meetings conducted on a semi-annual basis at a location determined by the Chief Architect. During these meetings stakeholders in attendance express their views on the relevance, utility, and effectiveness of the *One* VA EA and program. The approved set of meetings minutes will be used as the authoritative source for information.

3.2.3. EA Portal Statistics

Statistics on how many times the EA Portal is accessed during specific time periods aligned with events within the budgeting and planning cycles will be used to determine if EA information is being used for those purposes.

3.2.4. Governance Body Minutes

Approved meeting minutes for the Information Technology Leadership Board and Planning, Architecture, Technology and Services Board (PATSB) will be used to demonstrate and validate decisions being made using the ^{One}**VA** *EA* and program.

3.3. Methodology

Information regarding validation of the ^{One}**VA** *EA* performance and value information will be gathered from the sources previously discussed and analyzed using best practices for performance measurement analysis. At a minimum, the results will be compared to results from previous years and similar results from other Federal agencies. Statistical analysis of the results to determine such things as sensitivity will be at the direction of the Chief Architect.

3.4. Reporting

The ^{One}**VA** EA and program value and performance information will be summarized in a PowerPoint presentation for the Chief Architect. Transmittal to the EAC and DAS ITESPP will be through the Chief Architect. Results will be provide with annual OMB assessment IAW OMB guidance.

4. ASSESSMENTS

Beginning June 1, 2006, OMB has required agencies to submit Quarterly EA Progress Reports. This requirement was promulgated in the "Federal Enterprise Architecture Program Guidance for Quarterly Reporting Requirements" memorandum. The OMB quarterly reporting process is part of OMB's oversight of agencies' enterprise architectures (EA) as part of the E-Government (E-Gov) Status score on the President's Management Agenda (PMA) Scorecard. Agencies are required to submit EA materials, which includes an Excel template, to OMB are listed in Appendix C of the EA Assessment Framework Version 2.2 document.

4.1. Assessment Philosophy

Version 3.0 of the Office of Management and Budget (OMB) Enterprise Architecture Assessment Framework is designed to advance the use of enterprise architecture (EA) across the Federal government. This document serves as the basis for enterprise architecture maturity assessments of Federal agencies performed by OMB.

The Framework uses fourteen assessment criteria to evaluate the maturity and effectiveness of agency enterprise architecture programs. Each criterion consists of five maturity levels, scored from 1-5. Related assessment criteria are grouped into three capability areas: Completion, Use and Results. Below is a brief outline of each of the three capability areas.

- *Completion* measures:
  - Incorporation of relevant architectural content from the cross-agency initiatives in the Federal Transition Framework;
  - Development of segment architectures;
  - Linkage of horizontal layers of an agency's EA (e.g. performance, business, data, services, and technology), through a line of sight from program performance to IT investments;
  - Transition strategy from the baseline to the target architecture; and
  - Alignment to the FEA reference models.
- *Use* measures:
  - Policies and procedures necessary for an agency to develop, maintain, and oversee its EA; and
  - Integration of EA with agency's IRM programs and IT management processes including strategic and capital planning, and program/project management.
- *Results* measures:
  - Agency cost savings, cost avoidance, and mission performance improvements attributable to the EA program;
  - Agency internal EA value measurement programs; and
  - IPv6 implementation performance.

4.2. ASSESSMENT BENEFITS

Performing assessments for internal program management and external oversight for OMB improves the EA in four ways:

- Closing mission performance gaps identified via agency performance improvement and strategic planning activities.
- Saving money and avoiding cost through
  - Collaboration and reuse
  - Process reengineering and productivity enhancements
  - Elimination of redundancy.
- Strengthening the quality of investments within agency portfolios as reflected in critical attributes including (but not limited to): security, inter-operability, reliability, availability, end-user performance, flexibility, serviceability, and reduced time and cost to deliver new services and solutions.
- Improving the quality, validity, and timeliness of program performance output and outcome, program planning and management, and cost accounting data and information.

EAAF Version 3.0 will be phased in over the next two EA submission cycles, with full implementation in the budget year (BY) 2012 cycle (submissions due by the end of February 2010). For the BY 2011 cycle (submissions due by the end of February 2009), OMB is requesting agency input on the extent to which version 3.0 should be implemented for this cycle.

The intent is to gradually introduce changes to the assessment framework to allow agencies to adjust and refine their business processes (both EA and mission program) accordingly. OMB envisions making initial changes to the KPIs for the BY 2011 cycle (as informed by agency feedback); enabling the agencies to demonstrate tangible progress, with full accountability required by the BY 2012 cycle.

4.3. Quarterly Reports

The 3-step process by which agencies create and submit Quarterly EA Progress Reports to OMB is as follows:

Step 1: Develop Agency EA Milestones: Review the guidelines and examples included in the Guidance for Quarterly Reporting Requirements available at http://www.whitehouse.gov/omb/egov/a-2-EAAssessment.html. Work collaboratively with OMB to identify milestones and the evidence necessary to demonstrate completion of each milestone. If you are not already in contact with your FEA Program Management Office point of contact, please call the FEA PMO at (202) 395-0379. Use the sample Excel template provided for developing and reporting milestones, available at the web address listed above.

Step 2: OMB Issues Milestone Templates (Beginning of each Quarter): OMB will issue Quarterly EA Progress Reports to agency Chief Information Officers and

Chief Architects at the beginning of each quarter. These reports will include EA milestones the agency has committed to complete in the current quarter as well as EA milestones for future quarters. As an agency's EA program evolves and milestones are achieved, additional milestones may be revised or added to the reports. OMB will work with the agencies to identify and agree on additional EA milestones on an ongoing basis.

Step 3: Agencies Return Milestone Templates (Day 60 of each Quarter): Agencies return Quarterly EA Progress Reports including evidence of completion to the EGov email address at egov@omb.eop.gov with each quarter's status updated.

4.4. Schedule

The schedules for EA reporting to OMB are found in Tables 4-1 and 4-2 below.

Table 4-1 – OMB EA Reporting Schedule

Submission Installment	Submission Due to OMB
Completion	Last work day of May
Use	Last work day of August
Results	Last work day of November

After collecting all installments of the agency EA self-assessment and updated quarterly segment architecture submissions, OMB will prepare formal feedback on the agency EA assessments during the first quarter of the following calendar year. Subsequently, agency EA assessments will be released in April. The following diagram depicts the timeline for the EA reporting activities over a fiscal year:

Table 4-2 – OMB EA Reporting Schedule

	Q2			Q3			Q4			Q1			Q2	Q3
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
EA Self Assessment					Completion			Use			Results			
Segment Reporting			✔			✔			✔			✔		
OMB EA Assessment													Assess	Release

5. FUTURE MEASUREMENTS

The Department will continue to face many challenges in the development and management of its IT portfolio. Over time, as the Department's enterprise architecture evolves the value measurements will also mature and evolve. Some proposes measures of value include:

- *Accessibility:* Wherever possible, access to VA services and products, both internal and external will be available, in addition to other methods, by self-service means, across telephone, the Internet and the VA Intranet.

- *Data Standardization:* All critical business information and data will be corporately owned in a conceptual Enterprise Data Layer. Business information will be maintained through business-focused communities of interest, and will be appropriately shared, across business lines through standard well-defined interface techniques.

- *Portfolio Modernization:* As VA's stove-piped systems are replaced over time, the underlying business processes for these systems will be re-engineered and optimized to avoid duplication and to streamline service to veterans. Obsolete legacy systems will be replaced with PMA e-Gov or LOB solutions, where these solutions are available, and with internally developed, sharable-component-based solutions, where new systems have to be developed.

- *Portfolio Integration:* VA's IT infrastructure will continue to evolve into a fully network centric, shared resource, in which facilities are optimized for overall shared utilization by all VA sites and business lines, without wasteful internal duplication.

- *Component/Service Engineering:* System development will be simplified around a series of core technologies and cross-government line of business solutions that will improve interoperability and will reduce the risk of unrecognized or unaddressed security vulnerabilities.

APPENDIX A.   GLOSSARY

Acronyms:

BRM	Business Reference Model
CFO	Chief Financial Officer
CIO	Chief Information Officer
DRM	Data Reference Model
FASA	Federal Acquisition Streamlining Act of 1994
FEA	Federal Enterprise Architecture
FEA SPP	Federal Enterprise Architecture Security and Privacy Profile
FIPS PUB	Federal Information Processing Standards Publication
FISMA	Federal Information Security Management Act of 2002
HIPAA	Health Insurance Portability and Accountability Act of 1996
IAW	In accordance with
IG	Inspector General
IT	Information Technology
NIST	National Institute of Standards and Technology
OEA&I	Office of Enterprise Architecture and Innovation
OIT	Office of Information Technology
OMB	Office of Management and Budget
PATSB	Planning, Architecture, Technology and Services Board
PIA	Privacy Impact Assessment
POA&M	Plan of Action and Milestones
PRM	Performance Reference Model
SRM	Service-Component Reference Model
TRM	Technology Reference Model

Terms:

Term	Definition
Architecture	A systematic approach that organizes and guides design, analysis, planning, and documentation activities. SOURCE: An Introduction to Enterprise Architecture
Component:	1. Hardware, software, environmental factors, and their associated configurations and documentation, which together or separately are configured items. 2. Software or hardware elements approved for inclusion into at least one regional product. SOURCE: SSG - Computing & Network Operations Business Process Management
Configuration Management	The process of managing updates to EA components and artifacts, ensuring that standards are being followed. Source: An Introduction to Enterprise Architecture
Current View	An EA artifact that represents an EA component or process that currently exists in the enterprise. SOURCE: An Introduction to Enterprise Architecture
Data	A representation of individual facts, concepts, or instructions in a manner suitable for communication, interpretation, or processing by humans or by automatic means. SOURCE: Information Management and Security Sub-council
Enterprise	An area of common activity and goals within an organization or between several organizations, where information and other resources are exchanged. SOURCE: An Introduction to Enterprise Architecture
Enterprise Architecture	The analysis and documentation of an enterprise in its current and future states from an integrated strategy, business, and technology perspective. SOURCE: An Introduction to Enterprise Architecture

Governance	A group of policies, decision-making procedures, and management processes that work together to enable the effective planning and oversight of activities and resources.
	SOURCE: An Introduction to Enterprise Architecture
Information	1. Information is the result of processing, manipulating and organizing data in a way that adds to the knowledge of the person receiving it.
	SOURCE: www.orafaq.com/glossary/faqglosi.htm
	2. Organized data which is understood to have significance and meaning.
	SOURCE: www.christlinks.com/glossary2.html
Information Technology	Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. The term information technology includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources.
	SOURCE: www.grc.nasa.gov/WWW/Purchase/Section_508_def.htm
Line of Business	A distinct area of activity within the enterprise. It may involve the manufacture of certain products, the provision of services, or internal administrative functions.
	SOURCE: An Introduction to Enterprise Architecture
Performance Gap	An identified activity or capability that is lacking within the enterprise, which causes the enterprise to perform below desired levels or not achieve strategic or tactical goals.
	SOURCE: An Introduction to Enterprise Architecture
Program	A group of related projects managed in a coordinated way. Programs usually involve an element of ongoing activity.
	SOURCE: An Introduction to Enterprise Architecture
Project	A temporary endeavor undertaken to create a unique product, service, or result.
	SOURCE: An Introduction to Enterprise Architecture

Stakeholder	Everyone who is or will be affected by a program, activity, or resource. Stakeholders for the EA program include sponsors, architects, program managers, users, and support staff.
	SOURCE: An Introduction to Enterprise Architecture
System	A collection of resources and activities that has inputs and outputs.
	SOURCE: An Introduction to Enterprise Architecture
Target Architecture	An EA artifact that represents an EA component or process that does not yet exist in the enterprise.
	SOURCE: An Introduction to Enterprise Architecture

APPENDIX B.   PERFORMANCE REVIEWS

Performance Reviews will be conducted by the Chief Architect for the OEA&I on a monthly basis. A template similar to the ones shown in Figure B-1 will be utilized. The templates shown are for the entire EA program. Individual EA projects such as segments will report as directed by the Chief Architect.

Figure B-1: Performance Review Templates

Performance reviews for the Deputy Assistant Secretary IT Enterprise Strategy, Policy, Plans & Programs will utilize the established performance review templates and report IAW the DAS guidance.

APPENDIX C.   MEASURES AND METRICS

The following tables constitute the performance measures and metrics for the ^{One}*VA EA*. The values for 2008 and beyond are target values. New metrics where the target value has not been determined by the printing of this document are shown as TBD.

1. EA Value

Strategic Objective	Measures	Metric	Actual & Target Metrics		
			2009	2010	2011
Enabling Objective E-3 Improving the alignment of VA's IT investment decisions with VA's business decisions and veteran's service objectives.	Acceptable level of sharable service components	# of shared IT services / # of IT services	10%	20%	30%
Enabling Objective E-3 Improving the alignment of VA's IT investment decisions with VA's business decisions and veteran's service objectives.	# of components considered for sharing	# of shared IT services / # of new IT services	80% T 90% O	90% T 100% O	100%
Enabling Objective E-3 Improving the alignment of VA's IT investment decisions with VA's business decisions and veteran's service objectives.	Acceptable # of EA Segments in development according to FSAM	Percentage and count of Planned Segment Architectures In Development	30% T 50% O	50% T 70 % O	70% T 100% O
Enabling Objective E-3 Improving the alignment of VA's IT investment decisions with VA's business decisions and veteran's service objectives.	Acceptable # of EA Active Stakeholder Engagements	Count of BPR and IT projects receiving EAS assistance annually	3 T 5 O	5 T 7 O	7 T 10O
Enabling Objective E-3 Improving the alignment of VA's IT investment decisions with VA's business decisions and veteran's service objectives.	New systems aligned with Target Architecture	# of Concept Papers referencing Target Architecture / Total	50% T 70% O	50 % T 70% O	70% T 100% O
Enabling Objective E-3 Improving the alignment of VA's IT investment decisions with VA's business decisions and veteran's service objectives.	Acceptable # of Federal Transition Architecture Submissions	# of new submissions per year	1 T 3 O	1 T 3 O	1 T 3 O

T = Threshold, O= Objective

2. EA Performance

Goals	Objectives	Measure	Metric	2009 Target	2010 Target	2010 Target
1. Develop a stable and effective EA practice in the Department of Veterans Affairs	1.1 Rebuild the EA management documents to transition the EA practice to EA version 5.0	Objectives implemented by EA program	% of objectives each year	80% T 90% O	90% T 100% O	100% T 100% O
	1.2 Fund EA Program IAW EA Program Management Plan	Amt Received / Amt Required	Acceptable percentage of support	60% T 80% O	80% T 90% O	90% T 100% O
2. The ᴼⁿᵉVA EA will be described by a prescribed set of segments	2.1 Complete enterprise service segments in FY 09	Segments completed each year	Total per Year / Types per year (3)	1	2	4
	2.2 Complete high priority segment architectures	Percentage of IT Budget in Transition Plan	$ in Trans. Plan / $ in IT Budget	70 T 90 O	80 T 90% O	90% T 100% O
3. Develop and configuration control a description of the ᴼⁿᵉVA enterprise architecture	3.1 Complete EA Version 5.0 development	Activities not covered in program plan	% of program Plan completed	100	100	100
	3.2 Control the number of exceptions to the ᴼⁿᵉVA EA	Exceptions requested per year	# of EA exceptions without change requests	1	1	0
4. Establish the ᴼⁿᵉVA EA as a service oriented architecture	4.1 Document all services in a Services Catalog	Services documented	Services documented / Total Services	80% T 90% O	90% T 100% O	100
	4.2 SOA enterprise services are considered for each projects	SOA analysis results for each app. project	% of app. projects with SOA analysis	50% T 70% O	70% T 90% O	90% T 100% O
	4.3 SOA enterprise service bus operational	ESB working	ESB uptime	100	100	100
5. Assess EA program performance with OMB EA Assessment Framework	5.1 Each version of the EA should improve the previous OMB assessment score	10% increase in score per year	2008 OMB Score	4.2	4.3	4.4
	5.2 Transition to EAAF v3.0	% of Artifacts required in OMB EAAF v 3.0	# of artifacts reported / EAAF v3.0 Artifacts	50%	100	100

Goals	Objectives	Measure	Metric	2009 Target	2010 Target	2010 Target
6. The ^{One}*VA* EA will support IT portfolio management and capital planning and investment control	6.1 Investments are sufficiently alignment with VA Strategy & IT Strategy	Count investments stating goal & objectives combo.	# of missing or misaligned goals & objectives at Milestone 0	0	0	0
	6.2 The Transition Plan contains all investment reflected in exhibits 300, 53, and concept papers	# of Missing investments in Transition Plan	Missing investments / Total Investments	5%	3%	0
	6.3 The Target Architecture shows all initiatives planned for program out-years	# of missing initiatives in Target Architecture	# of missing initiatives / Total # of Initiatives	0	0	0
7. Data will be managed in the ^{One}*VA* EA	7.1 EA 5.0 will have a appropriately attributed and populated data model and dictionary	Percentage of investments missing a data model	Acceptable % of investments missing data models	20%	10%	0%
	7.2 Each VA program/project will complete a data dictionary by the Milestone 1 review	# of new project w/o data model per year	Programs or Projects w/o data dictionary at MS 1	2	1	0

T= Threshold Value, O = Objective Value